

Export Product Development

Issue - Quality

- Lark Combining Wrap
 Qualify One Supplier
 Qualify Second Supplier
 (R. Lambert)
1st Qtr., 1992
2nd Qtr., 1992
- Smoking Methodologies
 Implementation of New ISO
 Testing Methodology
 Continue Methodology Standardization
 and Improvements
 Continue to Participate in Comparative
 Smoking Studies
 (J. Hickle)
1st Qtr., 1992
- Competitive Product Analysis
 Maintain and Enhance the Usefulness
 of the Japanese and All Asia CI Reports
 (J. Hickle)
- Competitive Product Testing



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Export Product Development

Issue - Cost/Productivity

Specification Consolidation

- Carbon Consolidation
 - Remove Additives from Coal-Based Carbon 1st Qtr., 1992
 - Implement Single Coconut-Based PM
 - Spec Carbon 2nd Qtr., 1992
 - Consumer Test One Carbon Spec for
 - All Products 4th Qtr., 1992
 - (R. Lambert)
- Export Product Standardization
 - Complete Testing in Singapore 1st Qtr., 1992
 - Complete Testing in GCC 2nd Qtr., 1992
 - Make Recommendation for Tropical
 - Filler Specification 2nd Qtr., 1992
 - (V. Graff, B. Tierney)
- Cigarette Manufacturing OV
 - Identify Issues January, 1992
 - Implement Protocol to Establish Baseline OV 1st Qtr. 1992
 - Make Recommendation for Optimal Cigarette
 - OV Targets 4th Qtr., 1992
 - (V. Graff, B. Tierney)



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1992 Product Introduction Plan Export

Japan

Market Introduction Date

Parliament Lights 100 FTB
(K. Poindexter)

January, 1992

Parliament Lights 100 SP
(K. Poindexter)

March, 1992

Lark Superlights KS SP/FTB

Tar Reduction 8mg → 7mg

1st Qtr., 1992

Tar Reduction 7mg → 6mg

2nd Qtr., 1992

(R. Lambert)

Lark KS & 100 SP/Box

1st Qtr., 1992

Tar Reduction 15mg → 14mg

Lark Milds KS SP/Box

Tar Reduction 11mg → 10mg

Lark Milds 100 SP/Box

Tar Reduction 12mg → 11mg

(R. Lambert)

Marlboro 100 FTB (Japan Tobacco)
(J. Hickle)

June, 1992

Lark Family - Packaging Graphics Revised
(R. Lambert)

July, 1992

Project 41
(K. Poindexter)

August, 1992



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1992 Product Introduction Plan Export

Korea

Market Introduction Date

Parliament Lights KS SP
(D. Sealey)

January, 1992

Marlboro KS SP/FTB

Tar Reduction 13.5mg → 12.7mg

Tar Reduction 12.7mg → 12.0mg

(D. Sealey)

1st Qtr., 1992

2nd Qtr., 1992

Marlboro Lights KS SP/FTB

Tar Reduction 9mg → 7mg

(D. Sealey)

2nd Qtr., 1992

Merit Lights KS SP
(D. Sealey)

April, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Hong Kong

Market Introduction Date

PM KS SP (Macau, also)
(J. Hickle)

January, 1992

Marlboro KS FTB 14's
(J. Easley)

March, 1992

Marlboro Medium KS FTB (Macau, also)
(J. Easley)

October, 1992

Pan Asian Menthol
(J. Hickle)

4th Qtr., 1992



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1992 Product Introduction Plan Export

Taiwan

Market Introduction Date

Parliament KS FTB
(J. Easley)

March, 1992

B&H Deluxe Lights 100 FTB
(J. Easley)

July, 1992

Change in H/W Requirement
(J. Easley)

July, 1992

Marlboro KS FTB 10's
(J. Easley)

October, 1992

Virginia Blend Product (ex PM Australia)
(J. Easley)



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Singapore

Market Introduction Date

Marlboro Menthol LS FTB 10's
(D. Sealey)

February, 1992

Marlboro Lights 100 FTB
(D. Sealey)

July, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Thailand

Market Introduction Date

Marlboro KS FTB
(V. Graff)

April, 1992

Parliament 100 FTB
(V. Graff)

November, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

PRC

Market Introduction Date

Marlboro LS → KS FTB Conversion
(R. Lambert)

January, 1992

Monterey KS (CNTC)
(D. Sealey)

2nd Qtr., 1992

Change in H/W Requirement
(D. Sealey)

May, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

GCC

PM Menthol 100 SP
(B. Tierney)

Marlboro LS → KS FTB Conversion
(R. Lambert)

Merit Ultra Special KS FTB
(B. Tierney)

Chesterfield KS FTB
(B. Tierney)

Chesterfield Lights KS FTB
(B. Tierney)

Market Introduction Date

February, 1992

June, 1992

September, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

EEMA

Marlboro LS → KS FTB Conversion
(R. Lambert)

Market Introduction Date

1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Iran

Market Introduction Date

Merit Ultra Lights KS FTB
(B. Tierney)

January, 1992

Merit 100 SP
(B. Tierney)

January, 1992

Printed T/N Numbers Required on Pack
(B. Tierney)



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Levant

PM Filter Kings (Johnny Pack)
(B. Tierney)

Market Introduction Date

April, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

Israel	<u>Market Introduction Date</u>
Parliament LS → KS FTB Conversion (V. Graff)	February, 1992
Marlboro Lights 100 SP (V. Graff)	March, 1992
Marlboro 100 SP (V. Graff)	March, 1992
Parliament Lights 100 SP (V. Graff)	March, 1992
Change in H/W Requirement (V. Graff)	October, 1992



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Strategic Plan Meeting

1992 Product Introduction Plan Export

<u>Guam</u>	<u>Market Introduction Date</u>
Marlboro LS → KS FTB Conversion (R. Lambert)	January, 1992
Marlboro Lights KS FTB (J. Easley)	March, 1992
Va. Slims Superslims 100 FTB (J. Easley)	March, 1992
Va. Slims Superslims Menthol 100 FTB (J. Easley)	March, 1992
B&H 100 Menthol FTB (J. Easley)	April, 1992



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Strategic Goal Number 2

1992 Product Introduction Plan Export

US Duty Free

Market Introduction Date

Marlboro Menthol KS FTB
(J. Easley)

March, 1992

Marlboro Medium KS SP
(J. Easley)

June, 1992

Marlboro Medium 100 SP
(J. Easley)

June, 1992

Parliament Deluxe 100 SP
(J. Easley)

June, 1992



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Export Product Development

- Continue to Analyze Key Export Markets
 - Market Segments
 - Market Trends
 - Cigarette Analysis (C.I.)
 - Consumer Testing
- Development of Strategic Product Plans for Each Key Export Market With Regional and Local Marketing Personnel.
- New Products / Brand Extensions
 - Social Acceptability
 - Health Perceptions
 - Price / Value
 - Growing Market Segments



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Export Product Development

- Web Development

Develop Web Filter Materials

Consumer Testing of Carbon and
Non-carbon Web Filters

1st Qtr., 1992

(K. Poindexter, D. Sealey)

- DeNic / Half Nic

Consumer Testing in Korea

2nd Qtr., 1992

(D. Sealey)

- Lotus / Ambrosia

(R. Lambert)



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Activities Not Included in Current Strategic Plan Export Product Development

Specification Consolidation

- L&M/Chesterfield Production Consolidation
Richmond Panel Evaluation
Implementation
(V. Graff) February, 1992
2nd Qtr., 1992
- Parliament Casing
Implement Recommended
Casing Consolidation
(K. Poindexter) January, 1992
- Parliament Lights Blend (Korea)

Assess Need for Unique Cut Filler Specification
(D. Sealey) 1st Qtr., 1992
- Multifilter
Implement Use of White Filter Tow January, 1992



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Activities Not Included in Current Strategic Plan Export Product Development

New Product Development

Japan

Lark

- Develop Lark Line Extensions at 8 and 6mg tar
- Evaluate PM Engineering High Speed Lark Combiner (R. Lambert)

Marlboro

- DIET inclusion in Marlboro - Japan
- Change of Factory, Location for Marlboro - Japan production
- Develop US version of Japanese Marlboro Lights Blend
- Tar Reduction on Japanese Marlboro/Marlboro Lights (J. Hickie)

Parliament

- Optimization of Parliament Filter Design (R. Lambert/D. Sealey)
- Parliament Ultra Lights (K. Poindexter/D. Sealey)

L&M

- Tar Reduction on L&M Milds KS 11mg → 10mg (R. Lambert)

PMSL

- Tar Reduction on PMSL KS/100 8mg → 7mg (R. Lambert)

Caster-type product (J. Hickie)



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Activities Not Included in Current Strategic Plan Export Product Development

New Product Development

Korea

- L&M Lights
(D. Sealey)
- 3mg 100mm Product
(D. Sealey)
- Va. Slims KS
(D. Sealey)
- Merit Ultra Lights
(D. Sealey)
- Superslims
(D. Sealey)
- 6mg PMSL 100mm
(D. Sealey)

Hong Kong

- Merit KS
(J. Easley)

PRC

- DIET Project
(D. Sealey)



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Activities Not Included in Current Strategic Plan Export Product Development

- Export Health Warning Requirement
(J. Easley)
- Monitoring of QA Analytical and Physical Testing Data
for All Current Export Products
- Competitive Product Analysis
Chemical / Analytical / Physical



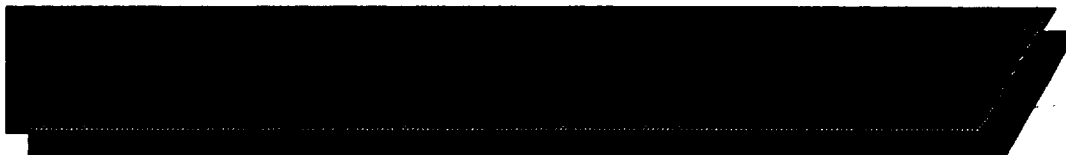
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Product Development Affiliates & Licensees



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ASIA

Indonesia

- Project Cornas/Tang

Malaysia

- Project Jupiter
- 2nd Brand

People's Republic of China

- Ningbo DIET Utilization
- Phase I - Monterey Contract Manufacture

Philippines

- Project Omega



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LATIN AMERICA

Argentina

- Marlboro Improvement
- L&M Improvement
- Parliament Improvement

Aruba

- Marlboro Tar Reduction

Brazil

- PMSL Development
- Marlboro Improvement
- Oriental Project
- Parliament Lights

Costa Rica

- Derby Ultra Suaves
- Marlboro Improvement
- L&M LS and KS
- Plugwrap Consolidation



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LATIN AMERICA (continued)

Dominican Republic

- Marlboro Lights Menthol

Ecuador

- Project Rubios

Guatemala

- Free-standing Menthol
- Project Turco

Mexico

- Project Antares
- Project Usher
- Marlboro Flavor Sourcing
- Blend Maintenance

Panama

- Project Andes
- Project Samba

Venezuela

- Ultra Lights
- Project Enano
- Marlboro Improvement



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EEC/EEMA

Pan EEC

- Project Amethyst

Hungary, Poland, Yugoslavia

- EEMA BBS



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